



NEW FOUNDATION PLAN

Towards a stronger future for Olympic Boxing





Building a solid foundation for our future ambitions

Dear AIBA Members,

Over the past year, AIBA and Olympic Boxing have been facing major challenges on several fronts and our relations with the Olympic movement became strained.

The situation reached a pressing point in which the future of our organisation and of our sport was jeopardized. But instead of focusing on the past and debating the reasons for winding up in this situation, the AIBA Executive Committee, AIBA Commissions and our dedicated staff in Lausanne have come together and demonstrated an unparalleled level of dedication to overcome the challenges.

One of the results of this dedication and hard work is the New Foundation Plan.

The plan was developed to lay the foundation for a stronger future while at the same time implementing short-term corrective measures for AIBA and Olympic Boxing.

In this document you will find an overview of actions already taken by AIBA, additional short-term corrective initiatives to be completed before the next AIBA Congress in November as well as key priorities to consider in the lead up to a new AIBA long-term strategy.

Our focus and attention to improve will be an evolving process and it is our goal to ensure that we not lower our guard but keep moving forward in the right direction.

We are confident that the New Foundation Plan provides us with a strong basis to build our future, and that over the coming years – together with you – we will continue to develop our sport on all levels and in all continents. The journey has just begun and we have big ambitions. Because as the great champ Muhammed Ali told us: “If your dreams don’t scare you, they are not big enough”.

Lausanne, July 2018



Gafur Rahimov
AIBA Interim President



Tom Virgets
AIBA Executive Director

WHY A NEW FOUNDATION PLAN?

The New Foundation Plan represents AIBA's commitment to improve and build a solid foundation needed for success. This plan will allow the new AIBA leadership, due to be elected in November 2018, a fresh start with a smoothly running organisation from which to create a new long-term strategy.

The reason for this approach of first focusing on the foundation before moving into strategy is rooted in lessons learnt from previous experience. Over the past decade, AIBA was based on visionary ideas rather than on sound governing principles. Following the 2006 AIBA elections, a new strategy with 10 goals was developed based on input from an impressive panel of boxing and business experts.

With great enthusiasm, the organisation rushed forward to launch numerous initiatives, including the removal of boxing head guards, introduction of women's boxing into the Olympic Games, a new scoring system, and the launch of AIBA Pro Boxing, World Series of Boxing, the Boxing Marketing Arm of AIBA, and the AIBA Boxing Academy.

However, these initiatives were launched before being fully developed and analysed. This was made possible by AIBA's governance structure, which lacked proper control mechanisms. The goal of the New Foundation Plan is to ensure that this does not happen again.

Many improvements have already been made in the first half of 2018 – improvements on how the organisation makes decisions, how it communicates and how it answers to its most important stakeholders: our members and our boxers.

The New Foundation Plan was developed with the input of the wider boxing community and experts. Through surveys and meetings, key areas that are significant to stakeholders were identified. These were all considered against criteria of timing for implementation and the result is the Plan.



The New Foundation Plan consists of five pillars

The New Foundation Plan focuses on laying the foundation for the future of AIBA. As such, the New Foundation Plan is not a strategy but a plan to get the organisation ready for a new strategy process.

For each of the five pillars, key priorities and action items were outlined that are necessary to implement and consider in the lead up to a new AIBA strategy.



GOVERNANCE

Reforming into a professional and compliant organisation

Improving its governance has been AIBA's main challenge and priority throughout the development of the New Foundation Plan. Through close collaboration with the Association of Summer Olympic International Federations (ASOIF), the World Anti-Doping Agency (WADA) and various

governance specialists, AIBA has succeeded to already implement a large number of actions as it works towards becoming a model sport governing body. For the purpose of this plan, actions have been focused in 5 key areas: transparency, integrity, democracy, control mechanisms and anti-doping.

Actions taken by AIBA to date (July 2018)

Short-term corrective measures to be implemented by AIBA before November 2018

Medium to long-term priorities to be considered for the future strategy of AIBA

Transparency

- Publication of institutional information including: Statutes, Rules & Regulations, organisational structure, list of AIBA commissions, contact details of all AIBA member federations, list of all AIBA's elected officials (including pictures and biographical information).
- Publication of audited reports by external auditor for the years 2013-2017.
- Publication of financial regulations, including details of allowances and benefits.
- Publication of major decisions of the Executive Committee immediately following the meetings.
- Creation of publicly available AIBA calendar with information on all AIBA activities and meetings.

- Create process for adding items to Congress agenda (by members).
- Publish Congress agenda by October 2, 2018 at the latest.
- Publish EC meeting agendas, key decisions and minutes.
- Publish a full list of dates, deadlines and requirements for participation in the Congress and standing for election.

- Publication of vision, mission, strategy.
- Publication of annual activity reports.
- Install compliance committee to monitor compliance with developing best practices regarding transparency standards.

Integrity

- Improvement of gender balance in the Executive Committee (minimum 18% women members; 5 out of 28 positions) from the next election (November 2018) onwards.
- Establishing confidential reporting mechanism for "whistle blowers".

- Election commission to perform eligibility checks on all candidates standing for election.
- Update the AIBA Code of Ethics.
- Update conflict of interest policy (part of Code of ethics).
- Create gift policy.
- Implement integrity awareness/education programmes for (elected) officials and staff.

- Install compliance committee to monitor compliance with developing best practices regarding integrity standards.

Democracy

- Ensured all AIBA members can participate in the decision-making process by covering all costs (flight, accommodation and meals) for one delegate per member to participate in the Congress.

- Update Election process and create campaign policy in time for deadline for candidates to present their candidacy (40 days prior to the Congress).
- Propose to Congress to amend Statutes to provide for direct election of all EC Members with voting rights.
- Propose to the Congress to create two EC positions (one of each gender) with voting rights for athlete representatives.

- Consider creation of term limits for EC Members.
- Consider changing the number of votes per member federation based on size.
- Install compliance committee to monitor compliance with developing best practices regarding democracy standards.

Control Mechanisms

- Amendment of powers of the Executive Committee to include: to ratify appointment/dismissal decisions by the president, to suspend the president, and propose to the Congress a motion of removal.
- Reduction of powers of the President.
- Introduction of rules for the Congress to remove the president.
- Increase of the quorum for Executive Committee meetings.
- Appointment of new Ethics Commission Chairman and Members.
- Appointment of independent professional in the position of treasurer.
- Facilitation of full external audits covering the years 2015-2018.
- Introduction of appeals process to CAS for all AIBA decisions.

- Implementation of tender/procurement policy.
- Propose to the Congress to create an internal appeals process to appeal AIBA decisions of the Disciplinary Commission.

- Continue commitment to fully comply with any new standards set by IOC and ASOIF.
- Install compliance committee to monitor compliance with developing best practices regarding control mechanisms standards.

Anti-Doping

- Outsourcing the management of Anti-Doping programme to the Doping-Free Sport Unit (DFSU) of the Global Association of International Sports Federations (GAISF).
- Joining the International Testing Agency (ITA).

- Implementation of anti-doping education programme at the YOG 2018 and all other AIBA competitions.

- Continue efforts to fully comply with to any new standards set by WADA.



EVENTS

Staging world-class competitions

AIBA boxing events can be categorised into three categories: AIBA owned events, AIBA sanctioned events (Olympics, Continental level, Multi-Sport), and AIBA affiliated (national level events). As such, it is AIBA's challenge to ensure its own events to meet the highest standards possible and encourage affiliated organisations to do the same. AIBA's key areas for action in regards to events include the calendar, the event format, qualification, and bidding for and hosting of boxing events.

	Actions taken by AIBA to date (July 2018)	Short-term corrective measures to be implemented by AIBA before November 2018	Medium to long-term priorities to be considered for the future strategy of AIBA
Calendar	<ul style="list-style-type: none"> Established the goal to have a 6-year event calendar in order to smooth the event planning structure. 	<ul style="list-style-type: none"> Centralise all the information related to event calendar and AIBA activities in one place accessible to all. 	<ul style="list-style-type: none"> Re-structure the AIBA Competitions calendar to avoid overlaps with other major Boxing events. Develop a process to avoid changes in the calendar as much as possible.
Format	<ul style="list-style-type: none"> Approval of new Mixed-Doubles format at AIBA competitions Task forces met on June 5-6 to work on the format for the newly approved mixed-doubles competitions. 	<ul style="list-style-type: none"> Organise Mixed-Doubles test events. Implement improved seeding and ranking system of boxers to ensure better competitions. 	<ul style="list-style-type: none"> Review the format of AIBA Competitions to increase the quality of matches for the boxers but also to promote AIBA events and the sport of boxing.
Event Qualification	<ul style="list-style-type: none"> Approval for the next AIBA World Boxing Championships (2019) to be an open championship to provide boxers more opportunities to compete at the highest level. 	<ul style="list-style-type: none"> The AIBA EC to review and approve the quota allocation proposals from the Technical Rules Commission for the Tokyo 2020 Olympics. 	<ul style="list-style-type: none"> Continue to explore new opportunities to improve athletes' qualification for AIBA events.
Bidding	<ul style="list-style-type: none"> Review of the standard host city agreement. 	<ul style="list-style-type: none"> Create a page dedicated to the bidding process on the AIBA website. Create a "screen committee" to ensure hosting candidates meet the AIBA organisational requirements. Develop a clear calendar for the bidding process and make it available to all AIBA National Federations. 	<ul style="list-style-type: none"> Improve the transparency of the bidding process of AIBA events by ensuring AIBA members can track the different steps of the bidding process.
Hosting	<ul style="list-style-type: none"> Developed organisational standards in order to support the host in the organisation of the event. 	<ul style="list-style-type: none"> Develop minimum organisational standards for AIBA owned, sanctioned events. Enforce the organisational standards to ensure a consistent quality across the delivery of all AIBA events. 	<ul style="list-style-type: none"> Develop a monitoring process to ensure the preparation of AIBA events is going smoothly.

FAIR PLAY

PRIDE

UNITY

RESPECT

EXCELLENCE



RULES

Safeguarding integrity and safety

AIBA's Technical Rules & Regulations, Technical Delegates (TDs), International Technical Officials (ITOs), and Referees & Judges (R&Js) are crucial to safeguarding the integrity and safety of our sport. AIBA's key areas for action in regards to rules are focused on these three areas. In the past, changes to the AIBA Technical Rules & Regulations were often crisis-driven; i.e. changes were made in order to avoid manipulation of scoring. As a consequence, AIBA Technical Rules & Regulations changed often, but without any consistency or a strategic direction, which risked to negatively impact the sport. To overcome this challenge, AIBA is taking a range of corrective measures which will be implemented before November 2018.

With regards to TDs and ITOs, processes have been changed in order to improve independence and increase the number of officials. With regards to R&Js, in the past, performance tracking only took place from competition to competition without any long-term performance appreciation. Furthermore, once reaching the 3-star category, R&Js could not be relegated down, removing any incentive to keep up their performance. To improve this situation, the R&J processes are under review.

AIBA Technical Rules & Regulations

Actions taken by AIBA to date (July 2018)

- Performed a complete review of the AIBA Technical Rules & Regulations manual to identify potential conflicting rules. Changes include:
 - using all five judges score to determine the outcome of a bout
 - R&J selections are made by the R&J commission instead of the Executive Director.
- Publication of R&J Manual and R&J Management Guidelines

Short-term corrective measures to be implemented by AIBA before November 2018

- Review of the Technical Rules & Regulations manual to improve and clarify the formulation of the rules and regulations.
- Set up a system where the Referees & Judges, Coaches and Technical Commissions work together so that any change to the Rules & Regulations is approved by all three Commissions before being proposed to the EC.
- Publish the meeting minutes of AIBA Technical Rules & Regulations on AIBA's website within 30 days
- Invest in cross-training education of Coaches and R&Js in order to ensure that the AIBA Rules & Regulations are well-understood and integrated.

Medium to long-term priorities to be considered for the future strategy of AIBA

- Envisage the limitation of the number of updates and changes made to the AIBA Technical Rules & Regulations.
- Implementation of a timely and effective competition protest process, based on currently on-going evaluation of review technologies.

Technical Delegates (TDs) and International Technical Officials (ITOs)

- Selection appointments for TDs and ITOs made by the Technical and Rules Commission and approved by the President.
- Draw commission replaced by fully automated process to select referees and judges.

- Increase the number of certification courses to grow the number of TDs and ITOs and improve their performance level.

- Propose new regulations in order to broaden and expand capacity to eliminate the necessity of having EC members to act as TD and/or ITO by 2024.

Refereeing & Judging (R&Js)

- AIBA decided to part with all 36 R&Js who participated in the 2016 Rio Olympic Games until further notice.
- Mandated an independent expert to review the processes in place for the scoring of competitions – from the selection of R&Js to the evaluation of the matches – during the YOG 2018.
- The R&J Commission reviewed the R&J management system and recommended the following changes, which were unanimously approved by the EC as follows:
 - Procedure change on the R&Js appointments
 - Announcement of all assignment of Officials
 - Adoption of new sanction policy on the R&Js during the competition
 - Increased women R&J assignment for competitions

- Implementation of new R&Js performance evaluation system to allow for evaluation across multiple events.
- Implementation system to evaluate the R&J live evaluators as well as evaluation of observers.
- Increase the number of certification courses to increase the number of R&Js and improve their performance level.

- Investigate the opportunity to leave the R&Js selection and management to an independent body (following results from the independent expert report).
- Invest in automating the R&Js processes during competition in order to reduce the risk of subjectivity of the scoring.



DEVELOPMENT

Expanding opportunities for participation

AIBA development programmes and initiatives are crucial to the future of our boxing at all levels. In the last years, an important focus for AIBA has been to develop women's boxing and a lot of improvements were made at the elite level. However, barriers for women to participate at the grassroots level seem to remain. At the same time, AIBA continued development efforts focused on youth boxing across the world.

For the purpose of this plan AIBA is focusing on identifying programmes that facilitate grassroots development and are accessible and sustainable. As such, the key areas for action in regards to development include women's boxing, AIBA development programmes, and research and development.

Actions taken by AIBA to date (July 2018)

Short-term corrective measures to be implemented by AIBA before November 2018

Medium to long-term priorities to be considered for the future strategy of AIBA

Women's Boxing

- Rejuvenated the Women's Commission created 8 years ago.
- Establishment of quotas to install a minimum of 5 women leaders on the AIBA EC.
- Developed a new competition format "Mixed Doubles" to encourage the participation of women in the highest level of Boxing.

- Hold the 1st AIBA Gender Equality Forum which aims to boost the efforts of AIBA leaders to further promote and encourage women's participation in all areas of boxing and AIBA.
- Develop guidelines to ensure due regard is paid to gender representation in all AIBA development programmes.

- Evaluate the situation of women's participation in boxing, the barriers to women's participation in sport at the grassroots level and define the way forward.

AIBA Development Programme

- AIBA launched the 'Diversity in Boxing' programme aimed at youth and women's boxing initiatives as well as on initiatives focused on good governance, professional development, and organisational ethics programmes in the National Federations.

- Develop guidelines to ensure due regard is paid to geographical representation in all development programmes.

- Identify the gaps that exist in AIBA's development programmes and develop new programmes accordingly.
- Re-consider the role of Continental Associations in supporting AIBA's Development Programme.
- Develop a monitoring programme to measure the success of all AIBA Development programmes.

Research & Development

- Acknowledged and approved the need to launch a set of Research & Development activities in order to continuously improve the sport of Boxing.

- Analyse the quality of the products supplied by AIBA's official equipment suppliers and define the way forward in order to guarantee the safety of athletes with the support of the AIBA Medical Commission.
- Initiate and support research into the assessment of concussions during training sessions and matches.

- Investigate and compare different technologies that could assist with automating the scoring system.
- Implement new data management system with Swiss Timing to better manage the boxers career records from youth to elite.

COMMUNICATION

Sharing our stories and values

AIBA's ability to communicate in a clear and timely manner to both internal and external audiences is a condition for running a successful international federation. Over the past year, this ability has been tested to the fullest due to various changes in AIBA and a certain pressure from stakeholders – combined with the need to react very quickly to international media requests.

Several new systems have already been implemented in AIBA, and communication will continue to be a focus area also in the coming years. The improvements and new systems related to AIBA communication will focus on further enhancing both internal and external communication as well as developing a value-based, integrated brand strategy for AIBA, Olympic Boxing and AIBA events.



Actions taken by AIBA to date (July 2018)

Short-term corrective measures to be implemented by AIBA before November 2018

Medium to long-term priorities to be considered for the future strategy of AIBA

Internal communication

- Implementation of upgraded systems for social media based information to AIBA family.
- Monthly updates and information from AIBA interim president.
- Publication of an online AIBA internal calendar of all competition, development and administrative events and meeting.

- Expand the communication flow to AIBA family through a mix a digitally based-channels.
- Conduct a mid-way evaluation of the newly upgraded systems with subsequent adjustments and further upgrades.
- Organise training workshops for AIBA communication team with involvement of external expertise.

- Explore the opportunity to expand two-way communication with all AIBA member federations, incl. live questions & answers sessions.
- Investigate possibilities for expanded web-based systems for internal communication with AIBA members.

External communication

- Updating of contact data base for international media.
- Collaboration with a global communication agency for advice and expanded media out-reach.
- Set-up of enhanced systems for daily contacts with international media.

- Extend the systems used for international media engagements, including proactive activities.
- Further expansion of media data base.
- Consider increase of media service level by covering additional languages.

- Establish global media tracking and related insights of AIBA and Olympic Boxing.
- Invest in tracking systems for gathering insights on the image and perception of AIBA and Boxing on various social media platforms.
- Organise regular on-line and on-line interactive sessions with international media.

Building our brand

- Completion of first survey among AIBA members and external partners to develop an initial set of core values for AIBA.
- Formalisation of collaboration with creative agency for managing visual identity and design guidelines for AIBA.

- Conduct focus groups with internal and external stakeholders to further narrowing a set of core AIBA values.
- Produce a design manual with guidelines for visual identity and branding of all AIBA material and activities.
- Conduct research regarding the needs of organisers of AIBA events in terms of developing a unified identity of these competitions.

- Decide on a set of core values for AIBA to guide the development of a brand strategy.
- Plan and implement a full- scale brand strategy, which integrates the three key components of the brand: the organisation AIBA, the sport of Boxing and the AIBA Boxing events.

THANK YOU FOR CONTRIBUTIONS SO FAR

The creating of the AIBA New Foundation Plan has been a collective effort. The plan was developed with input of the Boxing community worldwide through surveys among all AIBA National Member Federations, AIBA Commissions and various stakeholder groups.

***“Olympic participation is essential and all efforts must be made to ensure we stay a member of the Olympic family.*”**

Member of the AIBA organisation

***“What AIBA does as an organisation is very much appreciated. We also acknowledge the conscious effort it is making to better itself and become a fairer and more transparent governing body.*”**

National Federation from Africa

***“Democracy needs to be used to create leadership for a new age.*”**

National Federation from Asia

***“Keep up the good work, we are on the right track!*”**

National Federation from Europe

***“If we don't complete a reform of our governance, we will be putting a nail into the coffin of our sport.*”**

National Federation from Europe

***“With the recent changes that have taken place, AIBA has the best opportunity in a generation to move the sport forward and overcome the challenges it faces.*”**

Member of the AIBA organisation

But the New Foundation Plan is just the beginning!

Based on the solid platform, which the New Foundation Plan will have established by end of this year, a full-scale long-term strategy for the future of AIBA and Olympic Boxing will be developed – a comprehensive and ambitious plan for taking our sport to the next level. Also here, the input of the worldwide Boxing community will be essential, and ideas, considerations and recommendations from all around world are welcomed.

To stay updated on the New Foundation Plan visit:

www.aiba.org

For the next steps towards the new AIBA strategy, share your ideas by emailing:

strategy@aiba.org



